

# Management Plan 2025

Directorate-General for  
Defence Industry and Space

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## PART 1. Introduction and strategic outlook

### Mission statement and operating context

The **mission** of the Directorate-General for Defence Industry and Space (DG DEFIS) is to **lead the implementation of EU defence and space policies and programmes in support of European strategic autonomy and security, while advancing defence and space capability development through innovative technologies, industrial competitiveness, and cross-sector synergies.**

Under the leadership of European Commissioner for Defence and Space, **Andrius Kubilius**, DG DEFIS collaborates closely with key stakeholders to strengthen the EU's defence and space capabilities. In the context of Russia's war on Ukraine and shifting geopolitical dynamics, the mission of DG DEFIS is increasingly vital for achieving EU objectives — helping to protect the European Union and its citizens, increasing resilience to climate change and supply chain challenges, and promoting innovation by facilitating access to finance and retaining talent in Europe. Investments in space and defence are seen as strategic and long-term, with aim of building a sovereign and autonomous Europe.

In terms of **legal basis**, the policy domains of the defence industry and space fall under **shared competence with Member States**, bordering areas where Member States have exclusive competences, such as security and defence. DG DEFIS seeks to provide EU added value through continuous communication with EU Member States.

The primary **intervention** of DG DEFIS is through the **management of EU programmes**. In the MFF 2021-2027, DG DEFIS oversees the **European Defence Fund (EDF)** - EUR 7.3 billion), investing in research and development for advanced defence capabilities. It also manages short-term emergency instruments like the **European Defence Industry Reinforcement through Common Procurement Act (EDIRPA)** - EUR 310 million until 2025) to encourage joint procurement by Member States, and the **Act in Support of Ammunition Production (ASAP)** - EUR 500 million for 2023-2025 and about €13 million from Norway contribution). The Commission proposal for a new **European Defence Industry Programme** for 2025-2027 (**EDIP**) aims to extend the intervention logic of ASAP and EDIRPA through the end of the current MFF. DG DEFIS also implements the **Union Secure Connectivity programme (IRIS<sup>2</sup>)** (EUR 2.4 billion) and the **EU Space programme** (EUR 14.4 billion), which includes the European Earth Observation Programme (Copernicus), the European Global Navigation Satellite System (Galileo), the European Geostationary Navigation Overlay Service (EGNOS), GOVSATCOM (Governmental Satellite Communication), and Space Situational Awareness (SSA) comprising Space Surveillance and Tracking (SST), Space Weather Events (SWE) and Near-Earth Objects (NEO). Finally, the Commission works on a Regulation on the **Security Action for Europe (SAFE)**, managed by a Task Force created for this purpose within DG DEFIS.

In terms of **management modes**, DG DEFIS implements the **EDF, EDIRPA and ASAP** in **direct management**, whilst in duly justified cases it may decide that specific parts of the implementation projects can be indirectly managed. The Space segment of **Horizon Europe** (Cluster 4 ‘Digital, Industry and Space’) is implemented partly through direct management, by the European Health and Digital Executive Agency (HADEA, 45%), and partly through **indirect management** by the EU Agency for the Space Programme (EUSPA, 15%) and the European Space Agency (ESA, 10%). The **EU Space Programme** and the **EU secure connectivity programme** are implemented under a combination of direct and **indirect management** involving EUSPA, ESA, and other entrusted entities. A tri-partite Financial Framework Partnership Agreement between the Commission, EUSPA and ESA provides the legal foundation for specific contribution agreements covering both the Space Programme and Horizon Europe budget. Beyond programme management, DG DEFIS oversees the **Directive on defence and sensitive security procurement** <sup>(1)</sup> and the **Directive on intra-EU transfers of defence-related products** <sup>(2)</sup>.

DG DEFIS plays a critical role in **shaping and enforcing regulatory frameworks** for EU space activities and plans to propose an **EU Space Act**  <sup>(3)</sup> in 2025. It also implements actions from key strategy documents such as the **European Defence Industrial Strategy (EDIS)**, the **Joint White Paper on Defence Readiness 2030**, and the upcoming **Space Economy Strategy**  <sup>(4)</sup>. These activities include supporting SMEs in accessing cross-border defence supply chains and sharing best practices via the European Network of Defence-related Regions (ENDR).

**Key stakeholders** of DG DEFIS include **EU Member States**, who act as partners in implementation, users, procurers and sometimes co-financers of the products and technologies developed, as well as the **European Parliament**, notably the Committee for Industry, Research and Energy (ITRE) and the Committee for Security and defence (SEDE). The **EU Agency for the Space Programme (EUSPA)** and other decentralised agencies are tasked with budget implementation, alongside the **European Defence Agency (EDA)**, the **EU Satellite Centre** in Madrid, and **OCCAR** (Organisation Conjointe de Coopération en matière d'Armement / Organisation for Joint Armament Co-operation). The **European Investment Bank Group** (particularly the European Investment Fund) deploys financial instruments implemented under InvestEU. DG DEFIS also engages with the **North Atlantic Treaty Organization (NATO)** on defence-related activities like R&D and countering hybrid threats, in collaboration with the Secretariat-General and EEAS. In the realm of Space, there is a close relationship with the **European Space Agency (ESA)**, as well as Norway, Switzerland, and the United Kingdom, which are non-EU members of ESA. All programmes implemented by DG DEFIS involve and rely on the **space and defence national agencies, industry and research institutes**.

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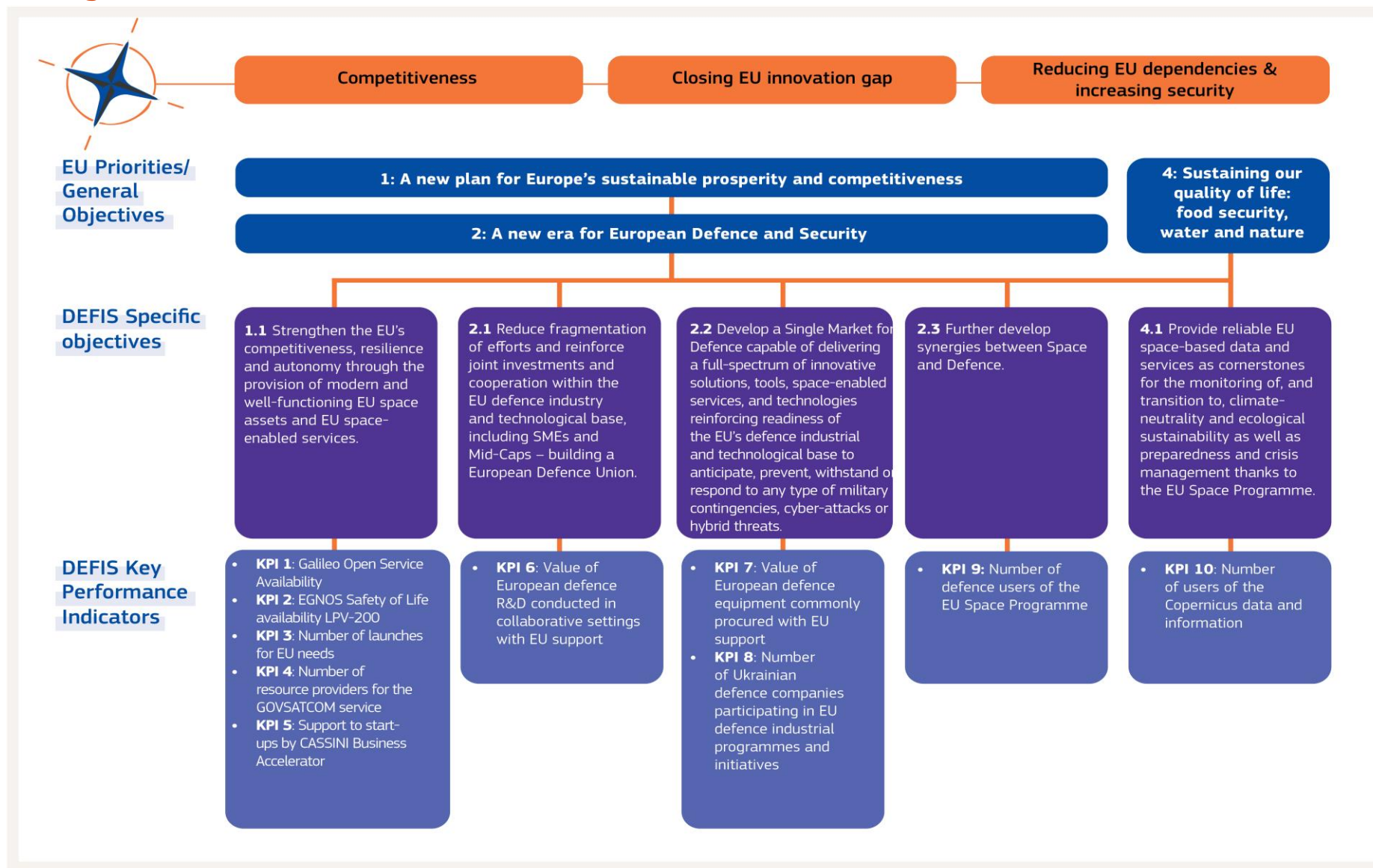
<sup>(1)</sup> [Directive 2009/81/EC](#)

<sup>(2)</sup> [Directive 2009/43/EC](#)

<sup>(3)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

<sup>(4)</sup> Idem

## Strategic outlook 2025 - 2029



## General objective 1: A new plan for Europe's sustainable prosperity and competitiveness



**Specific Objective 1.1:** Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services

Over 2025-2029 DG DEFIS will **harness the potential of the EU space programmes** and initiatives to enhance the EU's security and defence, resilience and preparedness, economic growth, digital and green transitions. It will support a globally **competitive, diversified and innovative space industry**, able to ensure the Union's non-dependence in new technologies, solutions and industrial processes. The **EU Space Act**  <sup>(5)</sup> proposal in 2025 will pave the way to a single market for space and a common EU-wide framework for safety, resilience and sustainability in space, including **common EU standards and rules for space activities** and harmonised licensing requirements providing a level playing field for all operators. These EU standards, values and priorities will be promoted globally through active bilateral and multilateral outreach. To foster a **robust and competitive EU space industry**, DG DEFIS will lead work on a **Space economy strategy**  <sup>(6)</sup> boosting EU Research and Innovation, fostering EU space commercialisation with innovative procurement strategies, strengthening industrial readiness and resilience, and fuelling a thriving EU space data economy. The European Union must secure **autonomous access to space** with sustainable launch solutions, crucial for deploying EU space flagships **Galileo, Copernicus, and IRIS<sup>2</sup>**, and enhancing European space sector competitiveness and resilience. DG DEFIS will focus on aggregating European institutional launch service demand, supporting innovation, and improving ground infrastructure. Concurrently, DG DEFIS will continue supporting the development, deployment and use of **EU space assets**, including **Copernicus, Galileo, EGNOS, GOVSATCOM and IRIS<sup>2</sup>**. DG DEFIS will enhance **SST** services by acquiring more commercial data, researching future sensors, and setting priorities with the **EU Industry and Start-ups Forum**. It will also advance the **EU approach to Space Traffic Management** with EEAS, aligning upcoming activities with civil and military needs and developing voluntary tools like the **EU Space Label** to complement the proposed **EU Space Act** <sup>(7)</sup>.

## General objective 2: A new era for European Defence and Security



**Specific Objective 2.1:** Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union

DG DEFIS will oversee the implementation of the **European Defence Industrial Strategy** of 2024, and of the **Joint White Paper for European Defence Readiness 2030**  <sup>(8)</sup> of

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<sup>(5)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

<sup>(6)</sup> Idem

<sup>(7)</sup> Idem

<sup>(8)</sup> Idem



March 2025. It will continue implementing the **European Defence Fund** to further reduce fragmentation of the EU defence capability landscape through collaborative research and development, investing in advanced technologies and high-end defence capabilities in critical areas such as naval, ground, air combat, space-based early warning and cyber. It will continue supporting innovation, in particular start-ups and scale-ups, under the **European Defence Innovation Scheme (EUDIS)**. DG DEFIS will also continue implementing until 2025 the **European Defence Industry Reinforcement through Common Procurement Act (EDIRPA)** and the **Act in Support of Ammunition Production (ASAP)**. After the conclusion of negotiations on the **European Defence Industry Programme (EDIP)**, DG DEFIS will launch its implementation until 2027. EDIP includes a European Military Sales Mechanism to facilitate the acquisition of EU equipment.



**Specific Objective 2.2:** Develop a Single Market for Defence capable of delivering a full-spectrum of innovative solutions, tools, space-enabled services, and technologies reinforcing readiness of the EU's defence industrial and technological base to anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats

In light of increasingly complex and evolving threats, DG DEFIS will prioritise the development of a **European Defence Union** and strengthen the EU's preparedness for high-intensity military scenarios. This strategic shift requires enhanced cooperation with Member States—who retain responsibility for their armed forces—and with NATO. The **White Paper for European Defence – Readiness 2030** sets the framework for this paradigm shift and outlines the joint investment needs to ensure full-spectrum European defence capabilities.

DG DEFIS will boost **joint demand for defence assets** among Member States, shifting away from national-only approaches. It will support EU-NATO information sharing on defence needs to shape an **EU defence industry output plan** and explore **joint stockpiling**. Targets include **35% joint procurement** and **50% European sourcing**. Efforts will focus on standardisation, NATO-aligned certification, and SME integration by easing cross-border and administrative barriers. DG DEFIS will also lead key **Defence Projects of Common European Interest**, including air, border, and cyber defence shields.

DG DEFIS will support the digitalisation of the defence industry and cutting-edge technologies like AI and quantum, working closely with DGs such as DG CNECT to meet the defence sector needs. It will assist **Ukraine's association to EU defence initiatives** and integrate its industry into the **European Defence and Technological Industrial Base**. Collaborating with DG MOVE and Member States, DG DEFIS will enhance **military mobility** with significant investments in **dual-use transport infrastructure corridors** and removing regulatory bottlenecks. **More, better, and more collaborative public and private defence investment** is essential to address the EUR 400 billion defence investment gap in the next decade. As the entity responsible for **civil aeronautics**, DG DEFIS will continue to facilitate the work of the **Alliance for Zero-Emission Aviation** (AZE) and the development of a Roadmap for hydrogen-powered and electric aircraft. DG DEFIS will work with the **European Investment Bank** group, other financial institutions, and private banks to help finance and de-risk common defence projects and defence innovation.

A combination of EU-level funding, national contributions, and innovative financing solutions to **incentivise private sector investment in defence capabilities** in certain priority areas, such as the European air defence shield, cyber defence, military mobility, or drone technologies, will be explored. The EDIP regulation proposal includes a **Fund to Accelerate Defence Supply Chain Transformation** (FAST), aimed at facilitating access to financing for SMEs and small midcaps in the defence sector.



### Specific objective 2.3: Further develop synergies between Space and Defence

As part of the implementation of the **EU Space Strategy for Security and Defence**, DG DEFIS will give priority to the development and deployment of space services in support of defence users. Key initiatives include the **Galileo Public Regulated Services** which will offer resilient and robust positioning and navigation capabilities for governmental users as from the end of 2025, **IRIS<sup>2</sup>** which will provide secure connectivity services for governmental and defence users by 2030, with initial services through GOVSATCOM in 2025, and a pilot service and feasibility studies for an **Earth Observation Governmental Service**. In parallel, DG DEFIS will enhance EU space situational awareness by **EU Space Surveillance and Tracking services** and by developing a pilot mission for **In-Space Operations and Services**. DG DEFIS will also continue to foster collaboration between space and defence start-ups and scale-ups, including through joint **EUDIS-CASSINI** events and activities.

## General objective 4: Sustaining our quality of life: food security, water and nature




**Specific Objective 4.1:** Provide reliable EU space-based data and services as cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability as well as preparedness and crisis management thanks to the EU Space Programme

The EU Space Programme, particularly **Copernicus**, is central to Europe's green and digital transitions. As the **world's leading Earth observation system**, Copernicus delivers free, reliable data that supports climate monitoring, biodiversity, sustainable development, and disaster response. All Copernicus services will evolve to integrate new user needs and enhanced AI-driven analytics. Four thematic hubs (Arctic, Coastal, Energy, Health) are simplifying data access for non-expert users, reinforcing the programme's societal relevance. DG DEFIS will also lead the roll-out of **National Collaboration Programmes** for all Copernicus services to increase user uptake. Sustainability remains a cross-cutting priority and DG DEFIS's broader ambition is to **reduce the environmental footprint** of the EU Space Programme across its full lifecycle.



## Cross-cutting efforts – implementation and simplification agenda

DG DEFIS will hold **two implementation dialogues** per year with stakeholders to align implementation with realities on the ground. It will prepare an **Annual Progress Report on Enforcement and Implementation** to be addressed to both the Parliamentary committees and Council formations. It will also take actions to contribute to **reducing administrative burden and reporting obligations** for companies. Its main intervention mode being spending programmes, DG DEFIS continuously strives to reduce burden to potential and actual beneficiaries. In implementing EDF, DG DEFIS uses lump-sum for financing the projects to the maximum extent possible, for instance in calls with open and disruptive SMEs. DG DEFIS will simplify funding cycles to quickly integrate cutting-edge solutions into defence systems, aiming to fast-track disruptive technologies through agile projects with accelerated timelines. For ASAP, all projects will be financed through lump sums, ensuring simplification across the board. For EDIRPA, the chosen regime of “financing-not-linked to costs” represents a major simplification for beneficiaries. The **Interim Evaluation of the European Defence Fund** will allow drawing lessons and implement further simplification measures until 2027 and in the next MFF. As indicated in the Joint White Paper on European Defence Industry Readiness 2030 of March 2025  <sup>(9)</sup>, DG DEFIS will contribute to the overall simplification agenda of the Commission with **a dedicated Defence Omnibus Simplification proposal** by June 2025. A Strategic Dialogue with the defence industry was initiated to discuss regulatory simplification and harmonisation and identify hurdles affecting the European Defence Technological and Industrial Base's agility. Also the first implementation dialogue will focus on simplification of defence programmes and EU legislation, to facilitate the development of defence industry. The **evaluation of the EU Directive on intra-EU transfers of defence-related products** will be completed in 2025 and the **EU directive on defence and sensitive security procurement** will also be reviewed by 2026.

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<sup>(9)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

## PART 2. Delivering on the Commission's priorities in 2025

The continued Russian war of aggression against Ukraine, the new posture of the US administration, rapid technological advancements and pressing sustainability challenges make DG DEFIS' priorities – bolstering Europe's autonomy, competitiveness, and resilience within the space and defence sectors – even more important. In 2025, the Directorate-General will continue implementing existing programmes (EDF, ASAP, EDIRPA, the EU Space Programme and the EU secure connectivity programme – IRIS<sup>2</sup>) and swiftly start implementing new ones as soon as they are adopted and enter into force (EDIP, SAFE). Simultaneously, efforts will be made to further develop the single market in both the defence and space sectors, aiming to achieve the greatest possible synergies between them.

The key deliverables in 2025 will include introducing regulatory proposals, creating investment mechanisms, strengthening industrial partnerships, and ensuring the deployment of critical space and defence projects. DG DEFIS will prioritise support for SMEs and mid-caps, and the promotion of synergies between civil, defence, and space industries. This section offers a detailed overview of the DG's planned outputs and deliverables, aligning with each general objective, and emphasizing their pivotal role in advancing the EU's overarching priorities.

### A. General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness



**Specific Objective 1.1:** Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services

In 2025, DG DEFIS will continue the efficient implementation of the **EU Space Programme**, to maintain Europe's leadership in global space innovation and security. This will include advancing **Horizon Europe** funding for space-related research and development, bolstering synergies with defence applications, and enhancing Europe's strategic autonomy in critical space technologies.

A major milestone will be the adoption of the **EU Space Act**  <sup>(10)</sup>, which seeks to create a harmonised regulatory framework to boost investment, competitiveness, resilience and sustainability in the European space sector. This will be accompanied by the development of a **Space Economy Strategy**  <sup>(11)</sup>, designed to enhance industrial capacity, support commercial space ventures, and cultivate a dynamic ecosystem for startups and SMEs.



The implementation of the **EU secure connectivity programme**, a priority flagship, will continue at full speed to deploy IRIS<sup>2</sup> – a multi-orbital satellite constellation. In 2025, initial governmental satellite communication services will be pooled and shared with Member States through GOVSATCOM. Building on this



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<sup>(10)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

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framework, a broader range of satellite communication services, featuring secure and low-latency connectivity, will be gradually made available for governmental, defence, and commercial users.



DG DEFIS will manage the deployment of next-generation **Sentinel satellites under the Copernicus programme**, significantly boosting **Earth observation capabilities**. Additionally, DG DEFIS will oversee the implementation of a pilot service by the EU Satellite Centre and complete feasibility studies by April 2025 for a potential new **EU Earth Observation Governmental Service**, post-2027 MFF. This service would provide advanced situational awareness for security, defence, and crisis management.

DG DEFIS will also spearhead efforts together with the **EU Space Surveillance and Tracking (EU SST) Partnership** to enhance space  **EU SST** Space Surveillance and Tracking situational awareness through new sensor technologies and improved monitoring of space debris and space weather threats. In this context, DG DEFIS will examine the impact of expanding space activities and constellations on space safety, and consider options for a bottom-up space traffic management contribution. Furthermore, the development of an operational EU Space Weather service will assist space operators in better protecting their assets.

Additionally, DG DEFIS will enhance **Galileo's Public Regulated Service (PRS)**, to ensure Europe possesses robust and secure positioning, navigation and timing capabilities for strategic applications.



**Cassini** will play a crucial role in fostering a dynamic ecosystem of space start-ups and SMEs, driving innovation and market competitiveness. Through targeted funding mechanisms, mentorship programmes, and acceleration opportunities, Cassini will continue to help **emerging companies in bringing disruptive space technologies** to market.


To ensure Europe's autonomous, reliable, and cost-effective **access to space**, DG DEFIS will advocate for a preference towards European providers and promote competition in procuring European institutional launch services, starting with the launch of a **digital platform to aggregate European launch service demand**. It will also explore joint procurement possibilities and potential incentives to encourage purchasing from European sources. DG DEFIS will support the development of future **European launch solutions** aimed at diversifying and transforming transportation services, beginning with a prize to reward groundbreaking innovations for space access. Additionally, it will explore potential ways to further support **critical ground infrastructure for access to space** in the Union, enhancing its resilience and competitiveness. For these initiatives, DG DEFIS will lead studies funded by preparatory actions and pilot projects from the European Parliament.



Additionally, the **Observatory of Critical Technologies** will continue assessing technological dependencies and vulnerabilities, ensuring Europe remains at the forefront of innovation in space and defence sectors.



**Communication** DG DEFIS will maintain an active presence in the space ecosystem, informing stakeholders of latest developments in EU space programme components and communicating on expanding the EU Space Programme with **IRIS<sup>2</sup>** and upcoming

initiatives like the **EU Space Act**  <sup>(12)</sup>. DG DEFIS will participate in events within and outside the space ecosystem, in space events and space-adjacent events like **agriculture**, **technology**, and **innovation**. DG DEFIS will partner with EC Services such as DG AGRI, DG RTD, and DG INTPA to co-host and co-organize booths and initiatives showcasing the EU Space Programme's benefits for EU policy areas, including agricultural fairs with DG AGRI (Paris, Berlin, Libramont), Africa events with DG INTPA (Cairo), and Earth Intelligence events with DG RTD (Rome).

## B. General Objective 2: A new era for European Defence and Security



**Specific Objective 2.1:** Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union

DG DEFIS will continue to lead the effective implementation of the **European Defence Fund (EDF)**, **EDIRPA**, and **ASAP**, ensuring that funding mechanisms lead to real improvements in European defence capabilities. A significant milestone will be the adoption and entry into force of the **European Defence Investment Programme (EDIP)**, which will promote joint procurement and industrial cooperation among Member States, establish the **European Military Sales Mechanism** and enhancing EU-wide defence equipment availability. DG DEFIS will explore options for joint defence stockpiling and investment monitoring, in line with EU defence priorities. The mid-term evaluation of EDF will be an important deliverable, paving the way for improvements in the next MFF.

A major policy deliverable is the **Joint White Paper on European Defence Readiness 2030** <sup>(13)</sup>, outlining strategic priorities for long-term capability development. DG DEFIS will support **Defence Projects of European Interest**, including initiatives such as the European Air Shield, the cyber resilience framework, and enhanced military mobility measures. These projects will bolster Europe's defence readiness while reducing external dependencies. Additionally, DG DEFIS will work to enhance interoperability and standardisation across the EU defence industry, ensuring that military capabilities are compatible and adaptable to emerging threats.



### **Communication**

Despite being established as a key player in the defence and space ecosystems, maintaining visibility at major events is crucial for the European Commission. Therefore, DG DEFIS will actively participate in panels, speeches, and presentations at **key defence and space events**. DG DEFIS will be represented at the following defence events: DEFEA in Athens (6-8 May), FEINDEF in Madrid (12-15 May), Paris Air Show (16-22 June), and Defending Baltics in Vilnius (17-19 November). In the space sector, DG DEFIS will be present at the 17th European Space Conference in Brussels (28-29 January), Paris Space Week (4-5 February), GEO Global Forum in Rome (5-9 May), and the Living Planet Symposium in Vienna (23-27 June). After the EDF 2025 Calls for proposals' publication, DG DEFIS will hold its annual

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<sup>(12)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

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**EDF Info Days** and support **National EDF Info Days** in various European countries. Additionally, DG DEFIS's **European Network of Defence Regions (ENDR)** plans 3 to 4 conferences hosted by local authorities in collaboration with DG DEFIS.




**Specific Objective 2.2:** Develop a Single Market for Defence capable of delivering a full spectrum of innovative solutions, tools, space-enabled services, and technologies, reinforcing readiness of the EU's defence industrial and technological base to effectively anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats of military contingencies, cyber-attacks or hybrid threats

To foster a more competitive and integrated defence industry, DG DEFIS will prioritise reducing regulatory barriers and **facilitating cross-border procurement**. Following the guidance of the **White Paper on European Defence Readiness 2030**  <sup>(14)</sup>, DG DEFIS will support the Strategic Dialogue with the defence industry and, on that basis, prepare a dedicated **Defence Omnibus Simplification** proposal by June 2025. Regulatory simplification and harmonisation will also be applied to the **EU directives on defence and sensitive security procurement** and on **intra-EU transfers of defence-related products**, the latter by the end of 2025.

DG DEFIS will improve **access to finance for defence companies**, ensuring they can secure investment for next-generation defence technologies. This will involve exploring new financial instruments and addressing obstacles that limit defence firms' participation in EU funding programmes. DG DEFIS will present a regulation with targeted amendments to existing EU funding programmes to support faster, more flexible and coordinated investments in **Europe's defence technological and industrial base (EDTIB)**, aligning with the **Readiness 2030** and **ReArm Europe plan**. These changes will enhance the ability of the EU and Member States to develop, scale up and innovate in key defence capabilities, while streamlining access to EU funds for defence-related projects. 




DG DEFIS will also support **Ukraine's association with EU initiatives** to develop defence capabilities and to **integrate the Ukrainian defence industry into the European Defence and Technological Base**. The adoption of the EDIP Regulation will facilitate Ukraine's integration in the European defence equipment market through a dedicated **Ukraine Support Instrument (USI)**. Efforts will be made to **scale up the EU Defence Innovation Office** in Kyiv, expanding defence industrial collaboration.

DG DEFIS will support Ukraine's military efforts, notably through **joint procurement** from European and Ukrainian defence industries, enabled by the new **Security Action for Europe** (SAFE) instrument, allowing Ukrainian defence industry participation in collaborative procurements on equal footing with EU industry. An **EU-Ukraine Task Force** will be established to enhance industrial cooperation between EDTIB and the Ukrainian defence industry. 

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<sup>(14)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 




DG DEFIS will play a key role in delivering the **military mobility package** by the end of 2025, as outlined in the **White Paper on the Future of European Defence Readiness 2030**  <sup>(15)</sup>. This initiative aims to bolster military mobility across Europe at scale and speed. DG DEFIS will contribute to the preparation of the **joint communication on military mobility** and lead the drafting of a **new legislative proposal** to remove remaining barriers and facilitate the transportation of military equipment and personnel within the EU. Additionally, DG DEFIS will support the **development of an omnibus proposal to amend existing EU legislation** to better accommodate military mobility needs.



Furthermore, DG DEFIS, responsible for **civil aeronautics**, will continue to advance the work of the Alliance for Zero-Emission Aviation (AZE). Following the **Alliance's Vision report "Flying on electricity and hydrogen in Europe"**, presented in June 2024, DG DEFIS will guide the development of a detailed **roadmap** for the entire ecosystem, paving the way for the introduction of hydrogen-powered and electricity aircraft. This roadmap is set to be presented by the end of the year.



**Communication** DG DEFIS will collaborate with European Commission representations in Member States to organise **EU Defence Days**, allowing Commissioner Kubilius and staff to engage with national defence leaders, civil society, and parliaments. This will promote the **Security Action for Europe (SAFE)** instrument and discuss the **European Defence Industry Programme**. Additionally, DG DEFIS will host two **Youth Policy Dialogues** and two **Implementation Dialogues** with the industry for Commissioner Kubilius to present the White Paper for European Defence Readiness 2030  <sup>(16)</sup>. These dialogues will also consult national defence ecosystems on EU initiatives like the Defence OMNIIBUS simplification.

Building on DG DEFIS' communication channels, the DG will promote results from EU-funded projects such as EDF, EDIDP, and EDIRPA, connecting them to strategic enablers and critical capability gaps identified in the White Paper. To support the **promotion of the Ukraine Support Instrument (USI)** and the scaling up of the **EU Defence Innovation Office in Kyiv**, DG DEFIS will target events like the **Defending Baltics Conference in Vilnius in Q4 2025**. In addition, DEFIS Defence communication will aim at increasing the brand awareness of the EU initiative supporting Ukraine.



### **Specific Objective 2.3: Further develop synergies between Space and Defence**

The **Galileo Programme** aims to declare the **Initial Operational Capability** of its **Public Regulated Service (PRS)** by the end of 2025. This service will provide a resilient and robust solution for positioning, navigation and timing capabilities for governmental and defence users. DG DEFIS is currently supporting the service validation phase in coordination with the Member States for them to test their PRS receivers. Recognising



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<sup>(15)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

<sup>(16)</sup> Idem



the critical role of Radio Frequency Interferences on the performances and availability of GNSS systems such as Galileo, DG DEFIS plans to initiate a **Radio Interference Monitoring Service**, with the goal of integrating it into the **EU Space Regulation**. Additionally, the **Galileo Emergency Warning Satellite Service**, currently in development, will allow national civil protection services to deliver timely and accurate alerts to citizens about imminent risks, threats and safety measures or during crises, as outlined in the EU's Preparedness Union Strategy.

The governmental services provided by **IRIS<sup>2</sup>** will offer numerous benefits for military and security applications users. With satellites positioned in low Earth and medium Earth orbit, IRIS<sup>2</sup> will enable secure and resilient communication. In 2025, dedicated workshops will be organised with Member States to raise awareness about the key features and to engage with the military community.



**EU SST**  
Space Surveillance and Tracking

The **EU Space Surveillance and Tracking (EU SST)** system has strong links with defence as it is composed of EU, governmental and commercial capabilities, including a network of sensors in which military assets are major contributors. Activities by Member States in **Space Domain Awareness (SDA)** also benefit from EU SST activities, both at Research & Development and operational levels, e.g. through enhanced capabilities to detect intentional, potentially malicious, actions in space. Under the **EU Space Strategy for Security and Defence**, DG DEFIS, in cooperation with EEAS and Member States, is leading a pilot project to improve the synergies between SST and SDA activities.



The **Copernicus Emergency Management Services** and the **Copernicus Security Services** support actors dealing with various hazards, man-made emergencies, security situations, and humanitarian crises, as well as those involved in preparedness and recovery. A potential Copernicus **Earth Observation Governmental Service (EOGS)** would offer secure, reliable, timely, persistent and targeted satellite sensing, reinforcing existing and planned capabilities, and building on the extensive experience of using Copernicus for emergency management and security, as stated in the **EU's Preparedness Union Strategy**.



The **Observatory of Critical Technologies (OCT)**, co-led by DG DEFIS and DG JRC, monitors and analyses critical technologies, related developments, and supply chains in space and defence sectors. It identifies critical technologies for space, security, defence, and public order, providing regular analyses and risk assessments. Based on these assessments, the Commission issues regular **EU classified reports** discussed with EU Member States. These reports guide EU policy development, research & development, and investment, including the EU Space R&D Programme and the European Defence Fund. DG DEFIS plans to release the **first set of space technological EU roadmaps** in 2025.



**Communication** DG DEFIS will foster **synergies between space and defence**, organising joint activities with these sectors, including promoting the Space Programme at defence-related, space security, and dual-use space technology events on secured satellite communications, Space Domain Awareness, space security, and cybersecurity. Activities will highlight the **safety and security dimensions** of the EU Space Programme including **Galileo's Public Regulated Service (PRS), Space Situational Awareness (SSA), and**

**upcoming IRIS<sup>2</sup> capabilities**, in cooperation with stakeholders such as the European Union Agency for the Space Programme (EUSPA), the European Union Satellite Centre (SatCen), and the European Border and Coast Guard Agency (Frontex). Specific attention will be on **supporting Ukraine's space and defence industries** by promoting opportunities at events and fairs. Synergies in skills development and entrepreneurship will occur through joint or parallel EUDIS and Cassini hackathons, coaching, mentoring, and skill-building. A joint communication campaign with the European Space Agency (ESA) and EUSPA will celebrate Galileo and EGNOS' achievements, including the future of the upcoming **Galileo 2<sup>nd</sup> Generation satellites** (G2G).

## C. General Objective 4: Sustaining our quality of life: food security, water and nature



**Specific Objective 4.1:** Provide reliable EU space-based data and services as cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability as well as preparedness and crisis management thanks to the EU Space Programme

In 2025, DEFIS will enhance the role of space technology in **environmental monitoring and crisis preparedness**. The **Copernicus programme** will **deploy next-generation Sentinel satellites**, significantly boosting the EU's capabilities to track environmental changes, monitor natural disasters, and support climate adaptation policies. 



DG DEFIS will also spearhead **the modernisation of Copernicus services**, integrating **AI-powered analytics, enhanced data access, and improved service delivery** for sectors such as **agriculture, forestry, and emergency** response. Through the **six Copernicus Services and the Thematic Hubs** the wealth of satellite and in-situ data are transformed into timely and actionable information by better processing and analysing it. Copernicus Services provide datasets that are comparable and searchable, facilitating the monitoring of trends and changes. For instance, the **Copernicus Climate Change Service (C3S)**, which confirmed 2024 as the warmest year on record in April 2025, will continue to serve as a leading global authority on climate change.

Furthermore, Copernicus will **improve crisis management capabilities** by providing near-real-time situational awareness for disaster response, security threats, and humanitarian operations.



**Communication** DG DEFIS will highlight the critical role of Copernicus in environmental monitoring and crisis preparedness. DG DEFIS will promote **the European State of the Climate report** and **Copernicus contributions**. It will spotlight the six Copernicus Services at events like the **Living Planet Symposium (Vienna)** and a joint booth at the **GEO Global Forum (Rome)**, showcasing Copernicus's role in generating Earth Intelligence data. DG DEFIS will organise the first **General Assembly of the newly formed EU Space Networks** (replacing the Copernicus Network, created in 2017) in Venice, to promote EU Space in regions. The mandate includes all EU Space components to boost space application uptake. Events for EU citizens and non-specialised audiences, including children, will

promote the EU Space Programme benefits. Priority events will include exhibitions, salons, science shows, and children's fairs, such as **the Science is Wonderful fair (BE)** and the **Salon International de l'Agriculture (FR)** in 2025.

## General objective 6: A global Europe: Leveraging our power and partnerships



In response to increasing space congestion, DG DEFIS will enhance its collaboration with the **United Nations Office of Outer Space Affairs (UNOOSA)** to advocate for a pragmatic bottom-up approach to **space traffic** coordination. This approach will consider regional specificities while ensuring that space remains accessible and space activities viable for future generations. DG DEFIS will also continue to **promote EU SST services**, including Collision Avoidance and Re-Entry services, free of charge to non-EU users. Offering these critical services to space operators globally is vital for enhancing space safety and sustainability for all space actors.

In upholding the EU's space policy and standards, DG DEFIS will encourage **international partnerships and collaborations**. Several third countries have shown significant interest in the **EU's secure connectivity programme**. In 2025, efforts will be made to finalise international cooperation agreements with Norway and Iceland, who have formally requested the initiation of negotiations with the EU for their participation in the secure connectivity programme and **GOVSATCOM**. Additionally, the Commission is engaging with interested third countries to explore possible future cooperation regarding IRIS<sup>2</sup>.



**Communication** DG DEFIS will communicate on major EU Space programme milestones, including international and data-sharing agreements like **the EU-AU Space Flagship**, a €100 million initiative for Africa's space ecosystem development. A centralised **EU Space Programme website** will be completed in Q4 2025, replacing Copernicus.eu. This new site will unify the fragmented websites for various EU Space programme components under a single umbrella, improving accessibility for entities and stakeholders. It will serve as a single "landing page" for all audiences, from laypersons to technical experts.

## PART 3. A modern and sustainable public administration: outputs in 2025

The internal control framework is designed to support sound management and decision-making by ensuring that risks achieving the objectives are mitigated to acceptable levels through cost-effective controls.

DG DEFIS has implemented an internal control system specifically tailored to its particular characteristics and circumstances. The system's effectiveness will be continuously evaluated throughout the year and will undergo an annual assessment addressing all internal control principles.

### A. Human resource management



DG DEFIS is actively supporting innovation and technological developments in the high-tech sectors of space and defence industry. A crucial component of Human Resources (HR) management is ensuring the presence of **the appropriate expertise** within the DG. This expertise is sourced from a substantial number of seconded national experts (17% of staff), temporary agents (16% of staff) and in-house technically trained staff. It is further bolstered by recruitment from specialised EPSO competitions lists in space and defence fields. DG DEFIS has developed **a local HR strategy** tailored to workforce planning and learning requirements. In 2025, a second Away Day will be held for all DEFIS staff to foster better acquaintance, improve awareness of the DG's objectives, enhance inter-unit collaboration, and boost staff engagement (65% in 2023).

**Internal communication activities**, guided by a new tailored strategy for DG DEFIS, aim to keep staff informed and engaged, promoting transparency, collaboration, and knowledge sharing. Key tools include the weekly "DEFIS BUZZ" newsletter, daily media monitoring, knowledge-sharing events like "DEFIS labs," and regular updates and meetings with the Director-General. To foster synergies, bi-annual social events, "Coffee Roulette" chats, and internal videos highlighting achievements are organised. **Two physical seminars for newcomers** in 2025 will provide an overview of DG DEFIS activities and facilitate connections.

DG DEFIS remains committed to **talent retention**, focusing **on enabling individuals** to unlock their full potential by aligning competencies and aspirations with corporate needs. The HR Correspondent team will ensure that resource allocation aligns with the Commission's work programme and DG DEFIS's policy priorities by managing staff and external support budgets in close cooperation with senior management to ensure flexibility.

**Internal mobility, mentoring initiatives, and flexible staff allocation** will continue to promote synergies, particularly between the Space Programme, EDF, and Horizon Europe. Cross-directorate cooperation will be further encouraged through **thematic task forces**, with five existing groups continuing in 2025 (skills, raw materials, IRIS<sup>2</sup>, Economic Security, Copernicus) and the introduction of a new Task Force SAFE, led by a Deputy Director-General.

Achieving **gender balance** in middle management, at 50% for the 10 filled positions at the beginning of the Commission mandate on 1 December 2024, will remain a primary goal. Additionally, the implementation of the **Equality, Diversity, and Inclusion workplan** will

continue, along with ongoing efforts to improve working conditions by raising awareness and supporting work-life balance measures.

**Learning and development** opportunities will be promoted through internal communication channels. Introductory training and mentoring for newcomers will be regularly organised. DG DEFIS will publicise in-person and e-learning opportunities for colleagues (such as webinars, e-learning modules, lunchtime Labs) as well as talent management initiatives.

## B. Digital transformation and data management



**Digital Transformation:** In alignment with the **EC Digital Strategy**, DG DEFIS is driving digital transformation with a strong emphasis on fostering a digital culture. This includes leveraging the Digital Strategy checklist, Digital Transformation Roadmap (DTR), and Digital Dashboard for planning initiatives. DG DEFIS collaborates with central services to offer training and information sessions on AI, cybersecurity, innovative technologies, and **digital-ready** policymaking. DG DEFIS supports AI adoption through new champion communities and promotes corporate tools like **GPT@EC** and **M365**. DG DEFIS is enhancing communication between policy and IT and increasing IT literacy. In 2025, **two key Space initiatives** will focus on an online regulatory portal to assist Member States and operators with EU Space Law and a Life Cycle Assessment calculator for evaluating space activity environmental impacts.

**Information and IT Security Rules:** DG DEFIS consolidates and deploys information systems using **Dual Pillar** (re-use or buy) and **Cloud-First** approaches. **Security plans** are updated biannually or upon significant system changes, maintaining above 95% **compliance** with the 54 IT **priority controls** through the corporate GRC tool. The **IT Security Strategy 2025-2026** will be implemented by enhancing cybersecurity culture, securing the digital workplace, and improving threat detection through the CyberAware Programme, including simulated **phishing campaigns**.

**Data, Information and Knowledge Management:** In 2025, DG DEFIS will implement its **data governance** framework with the Secretariat-General and Publication Office, establishing a new practice community of **data owners** and **data stewards**. DG DEFIS will enhance **data dissemination and analytics** capabilities through advanced dashboards and training, while continuing to participate in corporate governance discussions as part of the **internal market** team via the Information Management Steering Board.

**Data protection:** In 2025, the **DG DEFIS Data Protection Coordinator** (DPC) will focus on three areas:

- **Raising awareness** among DG DEFIS staff on high-risk activities (public procurement, meetings, IT tools, international transfers) and data subject request procedures.
- Promoting the use of '**unit inventories**' to improve compliance monitoring and implement the Commission's Data Protection Action Plan.
- Ensuring DG DEFIS **IT systems and websites comply with data protection rules**, including security.

DG DEFIS will continue mapping implementation per unit, communicating developments, ensuring compliance, and managing data breaches. The DPC team will also meet with data protection contact points to support compliance and breach management.

## C. Sound financial management



Aligning with its control strategy, DG DEFIS will work to ensure that the objectives outlined in the relevant performance table are achieved. Additionally, there will be continued stringent supervision of the budgetary and cost control of entrusted entities. In 2025, DG DEFIS will focus on ensuring the smooth implementation of the EDF, ASAP and EDIRPA programmes. Necessary financial controls will be conducted during the grant preparation stage to provide assurance to the authorising officer for the signing of grants. DG DEFIS will also support and contribute to the development of **a corporate common approach in financial management** through corporate tools. These actions and controls will enable DG DEFIS to adequately manage risks regarding the legality and regularity of underlying transactions. The primary control objective is to ensure that the estimated risk at closure remains below 2% of the relevant expenditure, which is the materiality threshold.

## D. Fraud risk management



DG DEFIS developed a new **anti-fraud strategy (AFS)** that is currently undergoing a review by peer Directorate-Generals for feedback, after which OLAF will provide its approval. This new AFS is grounded in a specific risk assessment following OLAF's guidelines. DG DEFIS has outlined 15 actions under 3 objectives to mitigate fraud risks within the Space and Defence Programmes. Similar to 2024 with 100% implementation rate, DG DEFIS has the target to implement 100% of the due actions every year and all the actions by 2029 as foreseen in the strategic plan for the period (2025-2029). In alignment with the Commission's Anti-Fraud Strategy, the focus is on increasing the use of IT Tools, enhancing cooperation with stakeholders, and continuously strengthening anti-fraud awareness and culture of ethics.

## E. Sound environmental management



In 2025, DG DEFIS will contribute to the Commission's goal of reducing net greenhouse gas emissions by at least 60% by 2030 and achieving climate neutrality by compensating carbon emissions with removals. **Key actions include:**

- Assessing the **necessity of missions** and promoting **hybrid participation**
- Advancing digitalisation and the adoption of paperless processes.
- Participating in **circular economy** initiatives, including efforts to **green the aerospace and defence industries**.
- Encouraging staff involvement in **EMAS activities** through internal newsletters and event promotions.

The implementation of the Commission's guidelines for sustainable meetings and events <sup>(17)</sup> will continue to be promoted through internal communication channels. DG DEFIS is dedicated to sustainability in the space sector through the development of the **Product Environmental Footprint Category Rules for Space (PEFCR4Space)**. In 2025, supportive measures will be launched to assist space stakeholders in integrating these guidelines and reducing their environmental impact.

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<sup>(17)</sup> [https://ec.europa.eu/environment/emas/pdf/other/EC\\_Guide\\_Sustainable\\_Meetings\\_and\\_Events.pdf](https://ec.europa.eu/environment/emas/pdf/other/EC_Guide_Sustainable_Meetings_and_Events.pdf)



## ANNEX 1: Specific objectives and result indicators 2025-2029

**General objective 1: A new plan for Europe's sustainable prosperity and competitiveness**

**Specific Objective 1.1: Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services**

*Related to spending programme(s): EU Space Programme and IRIS<sup>2</sup>*

**Result indicator 1.1.1: Galileo Open Service Availability**

**Explanation:** Galileo Open Service availability on average at all user locations and for all frequency combinations

**Unit of measurement:** Percentage

**Source of data:** EUSPA Quarterly Implementation Report

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
99.9%	99.9%	99.9%

**Result indicator 1.1.2: EGNOS Safety of Life availability LPV-200**

**Explanation:** Proportion of the EGNOS LPV-200 Safety of Life coverage area over EU-MS+NO+CH+IS land masses

**Unit of measurement:** Percentage

**Source of data:** EUSPA Quarterly Implementation Report

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
94%	94%	97%

**Result indicator 1.1.3:** Number of users using the SST services

**Explanation:** The aim is to increase the number of users. Collision Avoidance: already open to third parties; important to increase number of users meaning more knowledge of events in the different orbits hence higher protection of EU/MS satellites. Re-entry service: open to third countries since March 2025. Fragmentation: the figures should not increase as this is a very specific, highly-secure-related service.

**Unit of measurement:** Number

**Source of data:** Registration at the Front desk of EUSST

Baseline (2024)	Interim milestone (2027)	Target (2029)
Collision Avoidance (CA) 168 users from 79 organisations	For CA: Increase 5% compared to 2024	For CA: Increase 10% compared to 2024
Fragmentation (FG) 325 users from 163 organisations	For FG: Increase 1% compared to 2024	For FG: Increase 1% compared to 2024
Re-entry (RE) 353 users from 177 organisations	For RE: increase of 5% compared to 2024	For RE: increase of 10% compared to 2024

**Result indicator 1.1.4:** Availability of Copernicus data and information.

**Explanation:** This indicator measures the time, the access to Copernicus data and information is actually available. This indicator is aggregated across the various elements of the Copernicus space and service components.

**Unit of measurement:** Percentage

**Source of data:** Periodic reporting of the Copernicus entrusted entities.

Baseline (2024)	Interim milestone (2027)	Target (2029)
98%	increase compared to 2024	increase compared to 2024

**Result indicator 1.1.5:** Number of launches for EU needs and launched from Union territory/ from the territory of members of EFTA which are members of the EEA / and outside the placed mentioned before, for a dedicated year or period.

**Explanation:** The indicator measures the capacity of European launchers to serve EU institutional needs.

**Unit of measurement:** Number

**Source of data:** Secure Connectivity and Space Programme

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone - cumulated (2025-2027)	Target - cumulated (2025-2029)
2 (EU); 2 (non-EU)	9 (EU); 0 (non-EU)	20 (EU); 0 (non-EU)

**Result indicator 1.1.6:** Number of resource providers for the GOVSATCOM service catalogue items

**Explanation:** The indicator measures the extent of the Common Union Pool of satellite resources that provide the GOVSATCOM services and are connected to the GOVSATCOM Hub. It includes both governmental and commercial satellite communication providers.

**Unit of measurement:** Number

**Source of data:** DG DEFIS (contracts in place)

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
0	7	>7

**Result indicator 1.1.7:** Support to start-ups by CASSINI Business Accelerator

**Explanation:** The indicator measures the number of companies participating in successive years in the CASSINI Business Accelerator

**Unit of measurement:** Number

**Source of data:** DG DEFIS (contracts in place)

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
40	120	200

**General Objective 2: A new era for European Defence and Security (also contributing to General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness)**

**Specific Objective 2.1:** *Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union*

*Related to spending programme: European Defence Fund (EDF)*

**Result indicator 2.1.1:** Value of European defence R&D conducted in collaborative settings with EU support

**Explanation:** The indicator measures the value of collaborative defence research & development projects financially supported by the European Defence Fund, cumulated over years.

**Unit of measurement:** value

**Source of data:** EDF

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
EUR 3.1 billion	EUR 5 billion	EUR 7.3 billion

**Result indicator 2.1.2:** Share and number of SMEs supported by the European Defence Fund

**Explanation:** The indicator measures the degree of involvement of SMEs in the European Defence Fund, aggregated across research & development projects, and cumulated over years.

**Unit of measurement:** percentage, number

**Source of data:** EDF

Baseline (2024)	Interim milestone (2027)	Target (2029)
42%	N/A	N/A
600	Increase compared to 2024	Increase compared to 2024

**Specific Objective 2.2:** *Develop a Single Market for Defence capable of delivering a full spectrum of innovative solutions, tools, space-enabled services, and technologies, reinforcing readiness of the EU's defence industrial and technological base to effectively anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats*

*Related to spending programmes: European Defence Industry Programme (EDIP) and EU Defence Industry Reinforcement through Common Procurement Act (EDIRPA)*

**Result indicator 2.2.1:** Value of European defence equipment commonly procured with EU support

**Explanation:** The indicator measures the cumulative value of projects for common procurement of defence equipment, financially supported by EU programmes.

**Unit of measurement:** value

**Source of data:** EDIP, EDIRPA

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
0	Increase compared to 2024	Increase compared to 2024

**Result indicator 2.2.2:** Number of jobs supported in the European Defence Technological and Industrial Base (EDTIB) through EU defence programmes

**Explanation:** The indicator measures the number of annual full-time equivalents supported in the EDTIB by EU programmes, aggregated across research & development projects, industrial production ramp-up, and joint procurement initiatives, cumulated over years. The simulation will be made with the support of JRC. Unit of measurement: number

**Source of data:** EDF, EDIP, ASAP, EDIRPA

Baseline (EDF) (2024)	Interim milestone (2027)	Target (2029)
22500	Increase compared to 2024	Increase compared to 2024

**Result indicator 2.2.3:** Number of Ukrainian defence companies participating in EU defence industrial programmes and initiatives

**Explanation:** This indicator measures the cumulative number of Ukrainian defence companies participating in EDIP. It reflects their level of engagement with the EU defence sector and closer integration into the EDTIB.

**Unit of measurement:** Number

**Source of data:** EDIP

**This result indicator is selected as a KPI**

<b>Baseline (EDF)</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
0	Increase compared to 2024	Increase compared to 2024

**Specific Objective 2.3: Further develop synergies between Space and Defence**

*Related to spending programmes: EU Space Programme*

**Result indicator 2.3.1:** Number of defence users of the EU Space Programme

**Explanation:** The indicator measures the number of registered users in defence entities, authorised to access the governmental services of the EU Space Programme. This information is available at system level.

**Unit of measurement:** Number

**Source of data:** EU Space Programme

**This result indicator is selected as a KPI**

<b>Baseline</b> (2024)	<b>Interim milestone</b> (2027)	<b>Target</b> (2029)
0	10,000	25,000

**Result indicator 2.3.2:** Financial volume of the EU Space Programme relating to governmental services

**Explanation:** This indicator measures the amount dedicated to governmental/defence procurements under the EU Space Programme.

**Unit of measurement:** Value in euros

**Source of data:** EU Space Programme

<b>Baseline</b> <b>(2021-2027)</b>	<b>Target</b> (2028-2034)
7.5Bn€	N/A

**Result indicator 2.3.3:** Financial volume of R&D activities relating to both Space and Defence

**Explanation:** The indicator measures the amount dedicated to R&D activities that targets both Defence and Space objectives. The activities can be performed under direct management or indirect management.

**Unit of measurement:** Value in euros

**Source of data:** EU Space Programme, European Defence Fund (EDF)

Baseline (2024)	Interim milestone (2027)	Target (2028-2034)
70M€	85M€	N/A

**General objective 4: Sustaining our quality of life: food security, water and nature**

**Specific Objective 4.1: Provide reliable EU space-based data and services as cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability as well as preparedness and crisis management thanks to the EU Space Programme**

*Related to spending programme(s): EU SPACE Programme*

**Result indicator 4.1.1:** Number of users of the Copernicus data and information

**Explanation:** This is the number of registered/active users of the Copernicus Data Space Ecosystem and of the six thematic Copernicus services. (Note that the number of EU users are reported for the space component and some services, while some services in their reporting do not distinguish between EU and international users.)

**Unit of measurement:** Number

**Source of data:** Periodic reporting of the Copernicus entrusted entities

**This result indicator is selected as a KPI**

Baseline (2024)	Interim milestone (2027)	Target (2029)
1 048 000	increase compared to 2024	increase compared to 2024

**Result indicator 4.1.2:** Copernicus User Satisfaction

**Explanation:** Entrusted entities are invited to make studies, surveys and interviews on a regular basis (annually) among their users to assess the satisfaction. Where possible these results will be associated a relative weight and transformed into a uniform satisfaction index.

**Unit of measurement:** Percentage

**Source of data:** Periodic reporting of the Copernicus entrusted entities

Baseline (2024)	Interim milestone (2027)	Target (2029)
80%	80%	80%



**Result indicator 4.1.3:** Galileo User Satisfaction

**Explanation:** Galileo User Satisfaction



**Unit of measurement:** Percentage

**Source of data:** EUSPA Galileo User Satisfaction Survey Public Document  
(<https://www.gsc-europa.eu/electronic-library/galileo-user-satisfaction-survey> )

**This result indicator is selected as a KPI**

<b>Baseline (2024)</b>	<b>Interim milestone (2027)</b>	<b>Target (2029)</b>
83%	84%	85%

## ANNEX 2: Performance tables – delivering on Commission priorities in 2025

<b>General objective 1: A new plan for Europe's sustainable prosperity and competitiveness</b>		
<b>Specific Objective 1.1: Strengthen the EU's competitiveness, resilience and autonomy through the provision of modern and well-functioning EU space assets and EU space-enabled services</b>		
<i>Related to spending programme(s):</i> EU Space Programme and IRIS <sup>2</sup>		
<b>Main outputs in 2025:</b>		
<b>New policy initiatives</b>		
Output	Indicator	Target
 <sup>(18)</sup> Regulation proposal for an EU Space Act	- Adoption by the Commission	- Q2 2025
 <sup>(19)</sup> Space Economy Strategy	- Adoption by the Commission	- Q2 2025
GOVSATCOM initial services	- Announcement of first operational services	- Q2 2025
CASSINI Investment Facility - Seed and Growth Funding: <ul style="list-style-type: none"> <li>- EIF signing investment agreements with VC funds and co-investments (InvestEU)</li> <li>- Companies receiving investments from venture capital funds (InvestEU)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of VC funds signed by EIF per year &amp; number of co-investments signed by EIF</li> <li>- Number of companies signed by venture capital funds (subscription agreements signed)</li> </ul>	<ul style="list-style-type: none"> <li>- 15 investment agreements with VC funds and 4 co-investment agreements signed (2020-2024). 4 new investment agreements target for 2025.</li> <li>- 50 new venture capital investments in space-related companies (2022-24). Target for 2025: 10-20 new venture capital investments.</li> </ul>
<b>Implementation dialogues and reality checks</b>		
Output	Indicator	Target
Implementation dialogues with Commissioner Kubilius on space	- Number of dialogues in 2025	- 1

<sup>(18)</sup> Initiatives that are part of the 2025 Commission Work Programme are marked with the following icon 

<sup>(19)</sup> Idem

External Communication		
Output	Indicator	Target
Promoting opportunities for developing new applications based on space data	<ul style="list-style-type: none"> <li>- CASSINI Hackathons and challenges</li> <li>- Publication of results of Horizon Europe calls</li> </ul>	<ul style="list-style-type: none"> <li>- 2 hackathons, 1 challenge with 3 tracks in 2025.</li> <li>- 1 annual publication</li> </ul>
Promotion of EU Space, EDF and AZEA based opportunities for entrepreneurship and skills development within the ecosystem: <ul style="list-style-type: none"> <li>- 17<sup>th</sup> European Space Conference, Brussels (BE)</li> <li>- ILA air show, Berlin (DE)</li> <li>- Paris Space Week (FR)</li> <li>- GEO Global Forum (IT)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of events</li> <li>- Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>- 4 events</li> <li>- 120 000 attendees</li> </ul>
Promotion of EU Space and EDF based opportunities for entrepreneurship and skills development beyond the ecosystem: <ul style="list-style-type: none"> <li>- Hello Tomorrow, Paris (FR)</li> <li>- Slush, Helsinki (FI)</li> <li>- Space is Wonderful (BE)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of events</li> <li>- Number of participants</li> </ul>	<ul style="list-style-type: none"> <li>- 3 events</li> <li>- 200 000 attendees</li> </ul>
Animation of a webpage dedicated to DG DEFIS-led policies contribution to the digital age	<ul style="list-style-type: none"> <li>- Number of visits</li> </ul>	<ul style="list-style-type: none"> <li>- 1.5 million total visits to the Copernicus.eu site, of which 400 000 on pages dedicated to DG DEFIS contribution to the digital age objective</li> <li>- 400 unique visits to DG DEFIS corporate website promoting DG DEFIS' contributions to the digital age</li> </ul>
Promoting 'A new plan for Europe's sustainable prosperity and competitiveness' on social media accounts	<ul style="list-style-type: none"> <li>- Number of impressions</li> <li>- Number of engagements</li> <li>- Total followers</li> </ul>	<ul style="list-style-type: none"> <li>- 6 million impressions on EC-managed social media accounts</li> <li>- 175 000 engagements</li> <li>- 78 000 followers</li> </ul>
Other major outputs		
Output	Indicator	Target
Civilian and military requirements of space operators in the field of space traffic management	<ul style="list-style-type: none"> <li>- Final report</li> </ul>	<ul style="list-style-type: none"> <li>- Q4 2025</li> </ul>
Launch calls for tender for EU SST ecosystem	<ul style="list-style-type: none"> <li>- Publication of calls for tender</li> </ul>	<ul style="list-style-type: none"> <li>- Q4 2025</li> </ul>

Civilian and military requirements of space operators in the field of space traffic management	- Final report	- Q4 2025
Launch call for tender for EU Space Weather service	- Publication of call for tender	- Q2 2025
European launch service aggregation platform	- First services delivered (mapping demand, supply & matchmaking)	- Q4 2025
Game-changing innovation for access to space	- Publication of Rules of Contest for prizes	- Q2 2025 (prizes award expected in Q4 2025)
Annual progress report on enforcement and implementation in 2025	- Publication of the report	- Q1 2026

**General Objective 2: A new era for European Defence and Security (also contributing to General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness)**

***Specific Objective 2.1: Reduce fragmentation of efforts and reinforce joint investments and cooperation within the EU defence industry and technological base, including SMEs and Mid-Caps – building a European Defence Union***

*Related to spending programme: European Defence Fund (EDF)*

**Main outputs in 2025:**

**Evaluations and fitness checks – part of the stress testing of the EU acquis**

Output	Indicator	Target
EDF Interim Evaluation	- Adoption by the Commission	- Q2 2025

**Major implementation activities and enforcement actions**

Output	Indicator	Target
Launch implementation of EDIP and SAFE once they enter into force	- Start of activities	- Q3 2025

**External Communication**

Output	Indicator	Target
Organisation of EDF Info Days, Brussels (BE)	- Number of attendees [physical and online]	- 2 000 attendees
Participation in national EDF info days with expert speakers with a geographical balance	- Number of workshops - Number of attendees [physical and online]	- 5 events - 500 attendees

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Promotion of EU's defence industry initiatives at fairs - DEFEA, Athens (EL) - FEINDEF, Madrid (ES) - NIDV, Rotterdam (NL)	- Number of events - Number of attendees [physical and online]	- 3 events - 65 000 attendees
Development of video-materials promoting results of EDF calls	- Number of views to each video	- 5 videos
Promoting 'A new Era for European defence and Security' on social media accounts	- Number of impressions - Number of engagements - Total followers	- 4.6 million impressions - 140.000 engagements - 3 000 new followers
Increase awareness of the achievements of EDF	- Number of engagements on social media	- 300 000 engagements on social media channels
<b>Other major outputs</b>		
<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Annual EDF Work Programme	- Adoption by Commission	- Q1 2025
Adoption of the award decision for the EDF 2024 Calls	- Adoption by Commission	- Q4 2025
Grant Agreement signature for the EDF 2024 Calls.	- Signature by the Commission and project coordinators	- Q4 2025
EUDIS Hackathon and Mentoring	- Second hackathon event	- Q2 2025
Joint EUDIS and CASSINI Hackathon and Mentoring	- Third joint Space & Defence hackathon event	- Q4 2025
EUDIS Business Accelerator	- Launch of the first call for applications	- Q1 2025
EUDIS Matchmaking	- Launch of initiative	- Q1 2025


**General Objective 2: A new era for European Defence and Security (also contributing to General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness)**

**Specific Objective 2.2: Develop a Single Market for Defence capable of delivering a full spectrum of innovative solutions, tools, space-enabled services, and technologies, reinforcing readiness of the EU's defence industrial and technological base to effectively anticipate, prevent, withstand or respond to any type of military contingencies, cyber-attacks or hybrid threats**

*Related to spending programmes: European Defence Industry Programme (EDIP), European Defence Fund (EDF), Act in Support of Ammunition Production (ASAP) and EU Defence Industry Reinforcement through Common Procurement Act (EDIRPA)*

### **Main outputs in 2025:**

#### **New policy initiatives**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
 Joint White Paper for European Defence Readiness 2030	- Adoption by the Commission	- Q1 2025

#### **Initiatives linked to regulatory simplification and burden reduction**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Defence Omnibus Simplification proposal	- Adoption by the Commission	- Q2 2025

#### **Implementation dialogues and reality checks**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Implementation dialogues with Commissioner Kubilius on defence	- Number of dialogues in 2025	- 1

#### **External Communication**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Promotion of DEFIS-led policies at EU Open Doors Day	- Number of attendees [physical and online]	- 12 000 attendees
Promotion of EU Space / Galileo SAR / Copernicus Emergency Management Service activation	- Number of events - Number of engagement/impressions on social media - Number of attendees [physical and online] - Number of journalists/influencers following the event	- 1 live demonstration organised - 1 000 engagement/impressions on social media channels - 10 000 attendees - 20 journalists/influencers
Promoting 'A new Era for European defence and Security' on social media accounts	- Number of impressions - Number of engagements - Total followers	- 4.6 million impressions - 140.000 engagements - 3 000 new followers



**General Objective 2: A new era for European Defence and Security (also contributing to General Objective 1: A new plan for Europe's sustainable prosperity and competitiveness)**

**Specific Objective 2.3: Further develop synergies between Space and Defence**

*Related to spending programmes: EU Space Programme*

**Main outputs in 2025:**

**External Communication**

Output	Indicator	Target
Promoting 'A new Era for European defence and Security' on social media accounts	<ul style="list-style-type: none"> <li>- Number of impressions</li> <li>- Number of engagements</li> <li>- Total followers</li> </ul>	<ul style="list-style-type: none"> <li>- 4.6 million impressions</li> <li>- 140.000 engagements</li> <li>- 3 000 new followers</li> </ul>

**Other major outputs**

Output	Indicator	Target
Risk assessment reports and Roadmaps from the Observatory on Critical Technologies	<ul style="list-style-type: none"> <li>- New classified reports and roadmaps finalised</li> </ul>	<ul style="list-style-type: none"> <li>- Q4 2025</li> </ul>
pilot Earth Observation governmental service (EOGS)	<ul style="list-style-type: none"> <li>- Geospatial analyses (some will be EUCI) produced by the pilot EOGS implemented by the EU Satellite Centre</li> </ul>	<ul style="list-style-type: none"> <li>- Q4 2025</li> </ul>
Galileo Public Regulated Service Initial Operational Capability	<ul style="list-style-type: none"> <li>- Accreditation of the Service by the Security Accreditation Board</li> </ul>	<ul style="list-style-type: none"> <li>- Q4 2025</li> </ul>
Organisation of SDA expert group meetings and the related sub-group meetings	<ul style="list-style-type: none"> <li>- Number of meetings of the main expert group or subgroups</li> </ul>	<ul style="list-style-type: none"> <li>- At least 3 meetings</li> </ul>

**General objective 4: Sustaining our quality of life: food security, water and nature**

***Specific Objective 4.1: Provide reliable EU space-based data and services as cornerstones for the monitoring of, and transition to, climate-neutrality and ecological sustainability as well as preparedness and crisis management thanks to the EU Space Programme***

*Related to spending programme(s): EU SPACE Programme*

**Main outputs in 2025:**

**Major implementation activities and enforcement actions**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
PEFCR4space	<ul style="list-style-type: none"> <li>- Number of Technical Secretariat and Working Group meetings</li> <li>- Number of replies received in the 1st PEFCR4Space draft public consultation</li> <li>- Complete and publish procurement documents for PEFCR4Space supportive measures.</li> </ul>	<ul style="list-style-type: none"> <li>- Public Consultation on 1<sup>st</sup> PEFCR4Space draft</li> <li>- Implement supportive measures for implementing PEFCR4Space by space sector</li> </ul>

**External Communication**

<b>Output</b>	<b>Indicator</b>	<b>Target</b>
Touring of "Copernicus Earth Art" exhibition	<ul style="list-style-type: none"> <li>- Number of events organised</li> <li>- Number of attendees [physical and online]</li> </ul>	<ul style="list-style-type: none"> <li>- 5 locations in different EU Member States (geographically balanced)</li> <li>- 10 000 attendees</li> </ul>
Promotion of EU Space based opportunities for agriculture: <ul style="list-style-type: none"> <li>- Berlin International Green Week, Berlin (DE)</li> <li>- International Agriculture Show, Paris (FR)</li> <li>- Libramont Fair, Libramont (BE)</li> <li>- Living Planet Symposium (AT)</li> <li>- GEO Forum, Rome (IT)</li> </ul>	<ul style="list-style-type: none"> <li>- Number of events organised</li> <li>- Number of attendees [physical and online]</li> </ul>	<ul style="list-style-type: none"> <li>- 5 events: Stands and training sessions at 3 agriculture related events in the EU and Organisation of an EU Space pavilion at 2 EO-related events</li> <li>- 1 million attendees</li> </ul>
Organisation of the EU Space Days 2025 under the EU Council's Presidency	<ul style="list-style-type: none"> <li>- Number of attendees [physical and online]</li> </ul>	<ul style="list-style-type: none"> <li>- 2 000 attendees (400 onsite + 1 600 online)</li> </ul>
Promoting the objective 'Sustaining our quality of life: food security, water and nature' on social media accounts	<ul style="list-style-type: none"> <li>- Number of impressions</li> <li>- Number of engagements</li> <li>- Total followers</li> </ul>	<ul style="list-style-type: none"> <li>- 6 million impressions on EC-managed social media accounts</li> <li>- 175 750 engagements</li> <li>- 80 000 followers</li> </ul>

Other major outputs		
Output	Indicator	Target
Copernicus European State of the Climate Report	- Publication of the report	- April 2025
Annual Ocean State Report	- Publication of the report	- Q4 2025

## ANNEX 3: Performance tables – A modern and sustainable public administration

### A. Human resource management

<b>Objective:</b> DG DEFIS employs a competent and engaged workforce and contributes to gender equality at all levels of management to effectively deliver on the Commission's priorities and core business.		
<b>Main outputs in 2025:</b>		
Output	Indicator	Target
Reaching quantitative DG targets for female appointments to middle management functions.	- Female appointment, including first appointment to middle management positions	- 50 % of middle management positions
Promote virtual and e-learning opportunities for colleagues (i.e. webinars, e-learning modules)	- Number of virtual and e-learning training sessions followed by DG DEFIS staff	- 10 % of training sessions followed by virtual means
Organise an away day	- Staff attendance - Staff satisfaction survey	- 80 % of DG DEFIS staff
Staff's emotional, cognitive and physical connection to the job, organisation and the people within it	- Staff Engagement Index	- 65% in 2025
Maintenance and animation of DG DEFIS intranet page	- Number of visits	- 10.000 visits
Publication of weekly internal newsletters 'DEFIS BUZZ'	- Opening rate	- 50% opening rate
Organisation of knowledge sharing events (HR labs and DEFIS labs)	- Number of editions - Average number of participants	- 8 editions - Average of 60 participants
Organisation of regular meetings and video debriefs with the Director-General	- Number of meetings - Number of participants - Number of video debriefs	- 2 meetings - Average of 150 participants - 5 video debriefs

## B. Digital transformation and data management

**Objective:** DG DEFIS is using innovative, trusted digital solutions for better policy-shaping, information management and administrative processes to forge a truly digitally transformed, user-focused and data-driven Commission.

### Main outputs in 2025:

Output	Indicator	Target
<b>Digital Culture</b> Promote and monitor staff's digital skills. Promote the use of online collaborative tools, incentivise and empower staff.	- Percentage of statutory staff that completed at least one IT training on EU Academy/EU Learn/Linked in Learning.	- 50 %
Performance of staff on phishing exercise	- Percentage of click rate & reporting rate	- DEFIS % clicking rate lower or equal to EC % & DEFIS % reporting rate higher or equal to EC %
<b>Digital-Ready EU policymaking</b> Ensure outputs related to digital consideration that are taken into account in the early stages of the design of policy initiatives.	- Percentage of DG DEFIS legislative proposals that include a Legislative Financial and Digital Statement (LFDS) identifying at least one requirement of digital relevance, flagged.	- 100%
<b>Business-driven Digital Transformation</b> Common approach to AI and promote the use of corporate AI tools.	- Creation of an AI champion network and a collaborative MS Teams site.	- Creation of an AI champion network with minimum 1 representative per directorate
<b>Seamless Digital Environment</b> Information Systems streamlined, fit for purpose and running on supported technologies. Cloud first approach with Information Systems owned by the department.	- Percentage of Information systems owned by DG DEFIS using (any) cloud infrastructure service.	- 30%
<b>Green, Resilient and Secure Digital Infrastructure</b> IT System with an updated security plan	- Percentage of systems with updated security plan	- 100%
Implementation of the corporate principles for data governance for DEFIS key data assets	- Percentage of implementation of the corporate principles for data governance for DEFIS key data assets	- 50%
Compliance attestation with IT security standards	- Percentage of IT systems with Compliance attestation on GRC tool	- 100%

Output	Indicator	Target
Increase staff cyber-awareness in DG DEFIS	- Percentage of staff attending awareness raising activities.	- 60%
<b>Data Management</b> Baseline (2024): Developing	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>○ Basic</li> <li>○ Developing</li> <li>○ Established</li> <li>○ Advanced</li> </ul>	- Developing
Ownership and responsibilities Baseline (2024): Basic	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>○ Basic</li> <li>○ Developing</li> <li>○ Established</li> <li>○ Advanced</li> </ul>	- Established
Data quality Baseline (2024): Basic	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>○ Basic</li> <li>○ Developing</li> <li>○ Established</li> <li>○ Advanced</li> </ul>	- Developing
Data skills Baseline (2024): Developing	- Maturity Level as define by the EC Data Advisory: <ul style="list-style-type: none"> <li>○ Basic</li> <li>○ Developing</li> <li>○ Established</li> <li>○ Advanced</li> </ul>	- Developing
<b>Data Protection</b> Increase staff awareness in DG DEFIS on personal data protection rules.	- Percentage of staff attending awareness raising activities.	- 50%
Map degree of implementation of data protection procedures	- Number of records due - Number of privacy statements due	- Percentage of records prepared - Percentage of privacy statements prepared
DG DEFIS IT systems complying with data protection rules.	- Percentage of DG DEFIS IT systems complying with data protection rules.	- 90%



## C. Sound financial management

<b>Objective:</b> The authorising officer by delegation has reasonable assurance that resources have been used in accordance with the principles of sound financial management and that cost-effective controls are in place which give the necessary guarantees concerning the legality and regularity of underlying transactions		
<b>Main outputs in 2025</b>		
Output	Indicator	Target
Effective controls: legal and regular transactions	- Estimated risk at payment	- remains < 2 % of relevant expenditure (20)
	- Estimated risk at closure	- remains < 2 % of relevant expenditure
Effective controls: Safeguarded assets (where relevant) Safeguarded information (where relevant)	- Percentage of write-off of the value of the assets due to inventory mismanagement	- < 1% of the total value of the assets
Efficient controls	- Budget execution - Timely payments	- Remains >99% % of commitment and payment appropriations executed - Remains >98% of payments (in value) made on time
Economy of controls	- Overall cost of control as a percentage of the total commitment appropriations consumed at the end of the year. - Overall cost of control as a percentage of the total annual amount delegated excluding any remuneration paid	- Remains less than 10% of funds managed - Remains less than 5% of funds managed

<sup>(20)</sup> For the Research, industry, space, energy and transport family of departments, it is necessary to make a distinction between Horizon 2020 and Horizon Europe since they have different materiality criteria. The relevant departments should use a common approach.

## D. Fraud risk management

**Objective:** The risk of fraud is minimised through the application of effective anti-fraud measures and the implementation of the Commission anti-fraud strategy <sup>(21)</sup> aimed at the prevention, detection and correction <sup>(22)</sup> of fraud

### Main outputs in 2025:

Output	Indicator	Target
Development and approval of a new Anti-Fraud Strategy based on an independent risk assessment for all the DG DEFIS activities	- Complete revision of of the anti-fraud strategy	- Document approved by end 2025

## E. Sound environmental management

**Objective:** Reaching climate neutrality by 2030 and a reduced environmental footprint for the Commission.

### Main outputs in 2025

Output	Indicator	Target
Actions to reduce emissions from staff missions	- Number of actions	- 2 actions
Staff awareness actions	- Number of actions (intranet news items, BUZZ newsletter entries, posters, trainings, events)	- 6 actions
Implementation of the EC Guidelines for sustainable meetings and events	- Number of green events	- At least 2 events

<sup>(21)</sup> Communication from the Commission 'Commission Anti-Fraud Strategy: enhanced action to protect the EU budget', COM(2019) 176 of 29 April 2019 – 'the CAFS Communication' – and the accompanying action plan, SWD(2019) 170 – 'the CAFS Action Plan'.

<sup>(22)</sup> Correction of fraud' is an umbrella term, which notably refers to the recovery of amounts unduly spent and to administrative sanctions.